TEACHERS' RETIREMENT BOARD

REGULAR MEETING

SUBJECT: State Teachers' Automation Redesign Team (START) Project Update	ITEM NUMBER: 7 ATTACHMENT(S) 2
ACTION:	DATE OF MEETING: March 8, 2001
INFORMATION: X	PRESENTER (S): Ken Costa

This report covers the period of January 2001 and February 2001 for the START Project. The decision to "Go Live" on March 19, 2001, has been made and all efforts are directed toward this implementation date.

Testing Team

As part of preparation for implementation, START has now entered a hard freeze stage. This means that there will be no more changes to the START system (including both software and data) prior to implementation. To enable continued testing of post-implementation items, a separate environment has been established. Any changes from the freeze date forward only, go into this new environment and will not be part of the START implementation. They will be tested in the new environment and released into the production environment after START has been implemented. To support the hard freeze, a new set of testing and management procedures have been developed and rolled out to testers and other affected START team members. The procedures are in place and working smoothly.

Testing of changes to support new legislation for One Year Final Compensation and the Longevity Bonus has commenced. Testing is proceeding according to plan, and is expected to be completed by February 23, 2001.

The testing team has also completed converted data testing. All critical testing has been completed, and the problems found reported to Conversion team. Any data problems found from this point forward will be fixed after the START implementation.

Conversion Team

Conversion is in the process of running the Final Conversion (FNL). It is anticipated that the fallout from FNL will be minimal although there will still be data cleanup required. Completion date for FNL is targeted for March 9, 2001.

Contingency planning is in place in the event that there are IDMS cases that are unable to load due to the condition of the data. This plan includes the technical mechanism for creating multi-production databases, as well as, the timeline and resources required for implementing this plan.

It also includes strategies concerning any data that does not successfully convert at implementation. Over the next three weeks, all effort will continue to be focused on successfully loading all of the IDMS data.

Implementation Team

End User Training is approximately 75% complete. All of the department-wide classes have been completed and job specific training is well underway. All of the priority End User Training will be completed before Downtime ends and we go live. Training for Regional Counselors will be completed by the end of April. The training has been met with a high level of approval from participants, with 99% of evaluations indicating that the training was of significant value. Participants especially appreciated the fact that they could learn the curriculum at their own pace; that everyone was learning the same thing at the same time; that the Facilitators, who were subject matter experts, were knowledgeable about the content and skilled in facilitating the process.

Prior to the IDMS Shutdown on February 16, 2001, a User Acceptance survey was sent out to the business management. Their evaluation has been completed and given back to the implementation team. Results will be reviewed and any necessary action taken. Overall, the system has been accepted by the business with an understanding that there are still outstanding fixes and enhancements to be delivered after we go live.

During February, the Downtime team has been meeting daily to discuss the activities necessary to shutdown the IDMS system. In the last two weeks, over 300 activities have been completed successfully. At the time of this update, CalSTRS has effectively shutdown the IDMS system, secured the IDMS system for inquiry access only and begun the "Downtime" period waiting for the START Implementation. The Implementation team is preparing updates for the startup activities identified in the Event Schedule. Key startup activities beginning mid-March will be the running of the first Monthly Allowance Roll and the processing of backlog workload.

The START Downtime activities have begun with very minimal disruption to the members. Job aids for staff are being used and case tracking for downtime activities has been implemented. A START Downtime presentation was given to the CalSTRS executive team and the Benefits and Services Committee during the first week in February. The presentation described how CalSTRS will function during downtime and what types of impact CalSTRS members might expect.

The Implementation Issue Log as of mid-February had 18 open issues. To date, 106 issues have been resolved. The START Core Team closed 22 issues this month and resolved START implementation concerns with the remaining 18 open issues prior to the IDMS Shutdown. These 18 issues will continue to be tracked and managed during downtime.

The assessment of Pilot was completed on time and successfully demonstrated the ability for START to go live.

Please see the attached monthly status report from the Oversight Consultant, Science Applications International Corporation (SAIC) (Attachment A) and WorldGroup (Attachment B).

SAIC
An Employee-Owned Company

Mr. Jim Mosman
CEO, CALSTRS
7667 Folsom Blvd
P.O. Box 15275
Sacramento, CA 95851-0275   February 16, 2001

Dear Mr. Mosman:

The following represents SAIC's monthly START Oversight status report for January 19, 2001 through February 16, 2001. Included in the report is a summary of activities for the period, a discussion of the status of the project, an updated summary of risks and mitigation activities associated with the project and project metrics for START.

As reported at the last board meeting, a decision has been made to pursue a March go-live of the system. The detailed project implementation plan is being followed to achieve this goal. This plan has been developed in conjunction with the START core team, as well as the business units, to move toward a successful implementation. The team is meeting daily to assess status of the plan and to ensure that no problems have been encountered that can not be resolved prior to the full implementation.

It appears at this time that the system will be able to be implemented as planned. While prognosis looks good, the team has taken care to develop necessary contingency plans should unanticipated problems arise that require that the organization decide to delay implementation or be required to fallback to utilizing IDMS after implementation is underway. This is a prudent and necessary component of the implementation plan.

At this point in time, the risk and progress metrics are being collected by the organization at a very detailed level that reflects daily progress -- the overall system progress status descriptions for development, conversion, testing and implementation collected previously are not reflective of the current conditions. The development, conversion and testing efforts are all completed and all efforts are focused on the implementation tasks. Specific issues that arise as a result of implementing that plan are addressed on an individual basis. I have not, therefore, included the standard progress report that described progress of each area. I have, however, included an updated project risk matrix.

Sincerely,

SCIENCE APPLICATIONS INTERNATIONAL CORPORATION

Laura J. Metzger
Vice-President
Manager, START Oversight Project

Risk	Impact	Prob Occur	Description of Risk	Mitigation Strategies/ Recommended Activities	Status of Mitigation Activities
Project completion not on schedule.	High	High	Delays in conversion and testing could cause delay in final implementation.	The implemenation date has been moved to March, 2001 On February 5 a go/no-go decision will be made based on defined criteria.	All problems that could impact the go-live date are currently being addressed and appear to be manageable. The go/no-go review will evaluate readiness of the system and at that time a decision on proceeding with implementation will be made. Contingency plans are in place should significant problems arise during the implementation phase. The system is currently in a managed freeze time period and all changes are limited to those that would cause the system not to be implemented if they are not addressed.
				A change control board has been developed to ensure CIRs are minimized to the maximum extent possible.The current system can continue to operate until START is ready for implementation. The old system will be a fallback method.	Regular reviews of progress of conversion and testing held. Contingency plans being developed to avoid any unnecessary delays. The implementation team is working with users to explain workarounds and ensure that users understand system changes. As scope of the initial delivery are discussed, users must weigh the risks of the number of workarounds with the impact of delaying implementation.
			User acceptance could cause delay of implementation.	Users could delay system implementation if they do not accept workarounds.	The implementation team has developed acceptance criteria and has worked with the units prior to the go-live decision to identify issues that require resolution for acceptance.

Risk	Impact	Prob Occur	Description of Risk	Mitigation Strategies/ Recommended Activities	Status of Mitigation Activities
Legislative Changes impact ability to implement.	High	Med	There are legislative changes that must be implemented in early 2001.	Implement formal program management reviews to ensure the schedule accurately reflects the development effort.	There are legislative changes that must be implemented in early 2001, causing some resource issues with system experts and testing. Also, this requires that certain CIRs be implemented in conjunction with system implementation. Contingency plans are developed to ensure service is maintained as these issues are addressed in implementation. .
Project completion not on budget.	High	High	Since the project is taking considerably longer than anticipated there are budgetary concerns to be addressed. Recently approved project budget addressed known concerns.	Since this is a fixed price contract, control of system changes can be used to control project costs.	The improved change management process will provide CALSTRS with an improved means for tracking cost impacts due to changes. Some enhancements to the process may be required and are being considered as part of a continual process improvement effort. Management is ensuring that system changes (represented by CIRs) do not exceed budget.
				Costs for testing and conversion (CALSTRS activities) may be greater than anticipated and require more resources. Teale Data Center costs may be impacted.	Teale Data Center costs are being carefully monitored and care is taken to ensure that conversion and testing activities do not add to Teale Costs any further than necessary. Costs associated with START processing are being analyzed and, where possible, the development team has implemented changes that improve performance. Costs may also develop as part of resolution of problems during implementation. START Core Team is aware of cost constraints and is making necessary tradeoffs between risk and cost.

Risk	Impact	Prob Occur	Description of Risk	Mitigation Strategies/ Recommended Activities	Status of Mitigation Activities
Operational Cost of START Exceeds Current Plans	Med	~~High~~ Med	Processing costs associated with the new program are greater than those associated with IDMS, causing additional IT resource requirements.	Perform analysis to determine cost issues	The cost of operation is being estimated as a part of the pilot project and is a consideration in the decision to go live. Pilot did not find major problems in this area. Some work needs to be done to optimize following implementation.
Staffing will not be available to support implementation and operation and maintenance of the system.	High	Med	CalSTRS will need adequate staff to develop operational processes for implementation	A model office process is planned, where implementation is piloted prior to the actual go-live date to ensure adequate batch processes and implementation needs are met.	The Pilot ~~is demonstrating~~demonstrated that the system can be operated by staff and ~~identifying~~ identified areas that may need some change in process as the system is operated over time. No problems that would prohibit implementation were identified.
				Operation and maintenance staff will be required to support the system following implementation. Adequate staff from Core START, business users and IT staff required to support system implementation.	An implementation plan is developed and being executed to ensure that implementation tasks are planned and executed. IT staff, business users and core START team members are actively involved in the planning and execution of implementation tasks and in the operation of the pilot.
CALSTRS work flows are significantly impacted by the new system, causing problems in acceptance and post-implementation.	Med	Low	Any new IT system requires that work flows be examined to ensure the system can operate in the current work flow, or that work flows are changed to reflect capabilities of the new system.	The START system has been designed to minimize the impact on day to day work flow.	Work flows have been documented and changes discussed with business units. Workarounds, where needed, have also been identified and approved by the business units. Where issues are addressed with work arounds, changes have been identified for future (post implementation) releases of START. System experts have been made aware of the need to include these considerations in their test procedures. A workaround plan has been developed, and presently workarounds are accepted, with changes planned for post implementation

Risk	Impact	Prob Occur	Description of Risk	Mitigation Strategies/ Recommended Activities	Status of Mitigation Activities
					changes planned for post-implementation release of START.
				The testing effort should verify that all work flows can be completed and that the necessary controls are in place to effectively operate the system. The workflow development and planned system acceptance strategy also addresses this issue in the next months.	Improved controls have been added to START that help ensure data and process integrity. Audit should review these controls to ensure they are adequate to meet CAL-STRS needs. Cal-STRS has Addressed necessary workarounds and staff is aware of potential impacts..
START functionality does not meet CALSTRS needs	High	Lov	Any new IT system runs the risk of not meeting user needs.	Acceptance test criteria must be specified. A process is used to ensure capture of requirements issues for resolution in post-START implementation deliveries.	User acceptance criteria has been defined and the operational units will be responsible for accepting the system, based on a defined process. The CIR process has been updated to ensure that issues identified in testing (and post-implementation) are documented and can be included as updates to future releases of the system. These issues are being prioritized and will be addressed post-implementation, as priority and budget allow.
Testing can not be completed on time	High	~~High~~ Med	Regression testing must be kept current to ensure that problems are corrected and that other portions of the system were not impacted by a change. Regression testing is performed by same testing staff.	A test team comprised of a combination of contractor and CAL-STRS user staff has been put in place. The test plan includes regression testing.	Testing has been largely completed. Effort now is focused on the CIR changes and their inclusion into th system during implementation. ~~CALSTRS has hired an experienced testing consultant to manage and plan the testing effort. The test team is also staffed with CAL STRS business unit staff. Contingency plans are being developed that address potential resource~~

Risk	Impact	Prob Occur	Description of Risk	Mitigation Strategies/ Recommended Activities	Status of Mitigation Activities
					~~constraints. Additional test staff is being hired. Careful monitoring of test progress is critical to ensuring on time implementation. Regression testing is being carefully monitored to ensure that it is completed as part of the go live decision. Readiness of the testing effort is an important criteria in determining whether or not to go live.~~
Data in current system not able to be converted correctly.	High	~~High~~ Med	There may be data in the current system that is not stored in the new system. Also, there may be data in the new system that is not supported in the old system. There is also a concern that validation criteria in the new system may not be met by the old data.	Define conversion strategy.	The conversion strategy has been jointly developed by CALSTRS and SPL and should provide a workable approach. Trial runs are identifying problem data and business units and IT staff are working to resolve the issues.
			Data problems exist in IDMS that can not pass the error checking processing in the START system. Data cleanup is required to load data into START.	A process has been developed to identify problem data and resolve issues as quickly as possible. The START conversion team, IT and user community work together to develop an effective solution for the data problem.	~~Contingency plans are being developed to find ways to resolve problems Trial runs are looking like most problems have been eliminated; although more are likely to occur as the process continues.~~ The Trial run results have been very successful, with an error rate well under expectations. Work on the final conversion continues.
CALSTRS staff can not maintain the system following delivery	Med	Med	Technology transfer is an integral part of the project. CALSTRS staff must be able to understand how to operate and maintain the system following	Provide contractual means for providing technical support following completion of system development.	A T&M item is included in the contract to allow for technical support by SPL following system acceptance. A statement of work for a separate vehicle is being developed for a maintenance contract that will address post-implementation

Risk	Impact	Prob Occur	Description of Risk	Mitigation Strategies/ Recommended Activities	Status of Mitigation Activities
			acceptance and delivery.		maintenance activities that are beyond warranty issues. Scope of services and contract vehicle are being defined.
				Provide technical documentation with the system.	To contain costs and schedule, the current effort requires SPL to generate only external specification documentation. Internal specifications are provided at a lesser level, with SPL providing notes, but not providing formal deliverables. Technology transfer opportunities are provided to offset some of the limitations on documentation. The CALSTRS IS team has provided standardization guidelines to SPL and SPL has agreed to meet them. Technical interchange meetings could be conducted that would assist the START conversion and test team in better understanding some technical issues withoug increasing the need for documentation.
				Develop Maintenance Strategy/Plan	ITSD has formed a team and has selected a consultant services to support development of a maintenance strategy plan for START. A draft release has been completed and the Team is continuing to update the strategy CalSTRS will not be performing significant maintenance activities during the maintenance period, however, processes are being developed to help ensure that production staff and the development team can support new releases of the system.

Risk	Impact	Prob Occur	Description of Risk	Mitigation Strategies/ Recommended Activities	Status of Mitigation Activities
Users can't operate the System	High	Low	START system will be new and require adequate training of staff prior to "go live", but sufficiently close to cutover that users remember how to operate the system.	Include training with delivery of the system just prior to "go live".	Training has begun and the training is being very well received by users.

WorldGroup
C O N S U L T I N G

START PROJECT STATUS

January, 2001

OVERVIEW

The WorldGroup team is currently focused on enabling STRS to "go live" on March 15th. This includes the research of Conversion Override requests, the approval and delivery of code changes as required by new legislation, and the analysis and repair of "Critical for Implementation" Incidents reported by the CalSTRS Testing Team.

PLANNED VS. ACTUAL

WORK COMPLETED THIS MONTH
Ninety two Incidents were resolved over the last month, and ten Conversion Override Requests have been investigated, discussed, and implemented. In addition, four small Change Orders were delivered.

WORK NOW IN PROGRESS
In addition to researching Conversion requests, fixing Incidents, and analyzing the impact of legislation, the team is also assisting CalSTRS in testing the more complicated processes in START, in an effort to execute and validate these processes most effectively.

WORK SCHEDULED TO BE COMPLETED NEXT MONTH
Changes required by recent legislation regarding Final Compensation and Longevity are to be delivered in early February. We also hope to secure STRS' approval of the specifications for the next several pieces of legislation and begin work on the required coding changes.

MILESTONES (Project Deliverables)

OVERALL PROJECT SCHEDULE
Most team members are working on resolution of Incidents, Testing Support, Change Orders and Legislation.

THOSE COMPLETED THIS MONTH
Four Change Orders delivered, along with the fixes to those problems deemed critical for going live.

THOSE PLANNED FOR THIS MONTH BUT NOT MET, WITH NEW DATES
None.

PLANNED FOR NEXT MONTH
Delivery of one additional Change Order for legislation. Begin work on remaining problems reported by STRS testers.

CHANGE ORDERS

CHANGE ORDERS INITIATED THIS MONTH
Five new Change Orders were initiated during December.

CHANGE ORDERS APPROVED THIS MONTH AND ASSOCIATED DOLLARS
Five Change Orders were approved this month with a dollar value of $260,000.

TOTAL VALUE OF CHANGE ORDERS INITIATED FOR THE PROJECT
$4,978,480.

ISSUES

None to report.